

16pf[®] Management Potential Report

Sample Tester | February 25, 2019 | Confidential



Core Personality Insights

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Introduction

Overview of the 16pf

The 16pf Questionnaire is a comprehensive measure of adult personality. Its results can be applied to many situations because it provides a full picture of the individual by measuring personality both broadly and deeply. This unique level of insight is supported by more than 60 years of research and application.

Overview of the 16pf Management Potential Report

The 16pf Management Potential Report provides key insights for 16pf qualified practitioners about a respondent's management potential. It describes personal strengths and identifies possible areas for further growth and development.

Use of the Report

Because the statements in this report are automated, they should be viewed as hypotheses to validate against other sources of data (e.g. interviews, work samples, simulation exercises, biographical data, or references).

Treat the information in this report as confidential. It should only be shared with organisational members who have a need to know about it. It should be stored in a separate, secure file.

Keep these points in mind when using this report:

- ▶ The results reflect the respondent's description of their own personality and behaviour. They may not completely match the way other people see the individual. The accuracy of the results depend both on the respondent's openness in answering the questionnaire and upon their level of self-awareness.
- ▶ Often, the value of personality assessment is in comparing a respondent to a larger population. These results describe how the person's profile corresponds to other people who have completed the questionnaire.
- ▶ The report describes the respondent's likely style. It does not directly measure foundation skills or knowledge. As a result, the statements should be compared to other information about the individual.
- ▶ The prediction of potential is based on studies of the relationship between a variety of competencies and 16pf personality characteristics. However, each person may have a different way of demonstrating the competency. Use additional information to confirm or disconfirm the predictions for this individual.

The results of the questionnaire are generally valid for 12-18 months after completion. They may be less useful if an individual undergoes major changes in their work or life circumstances.

Interpreting Midrange Scores

A person's actual behaviour depends on how demonstrating their personality characteristics is either facilitated or inhibited by specific situations. This is likely to be particularly true of 16pf sten scores in the midrange on the profile, those lying between stens 4 and 7, and especially those at stens 5 and 6. Interpretation of these scores can be one of the more challenging aspects of providing feedback. References to situational factors are used in the report narrative to remind the professional that interpretations of scores in the midrange may benefit from additional information gathered during a feedback session.

Structure of the Report

The 16pf Management Potential Report comprises the following sections:

Response Style Indices

This section provides information on how the respondent has answered the questionnaire. It allows the user to review and generate hypotheses about the respondent's test taking attitude.

Norm Group

The norm group is the population against which respondents of the 16pf are compared. Using a norm group means a respondent's scores are considered in the context of the type of group they might belong to, rather than in isolation.

Narrative Section

This section details the individual's potential on five management dimensions: leadership, interacting with others, making decisions, initiative, and personal adjustment.

Score Summary

A detailed graphical section displaying the 16pf primary factor scores that underlie the management dimensions.

Item Summary

This provides the respondent's specific item responses and summary statistics.

Response Style Indices

Summary: This individual selected a higher than average number of infrequently endorsed response choices. Sample may have answered randomly or been inattentive to item content. Alternately, Sample may have been unwilling or unable to choose specific response alternatives.



Impression Management

52

Within expected range



Infrequency

97

High



Acquiescence

25

Within expected range

Norm Group



▶ **UK General Population**

Narrative Section

Leadership

Leadership Style

Sample's leadership style cannot be easily categorised as assertive, facilitative, or permissive. In general, though, Sample's leadership methods are likely to be distinguished by the following behaviour(s):

- ▶ Sample is usually accepting of other people. This individual will tend to trust the behaviors and motives of subordinates.
- ▶ Sample is usually accepting of other people. This individual will tend to trust the behaviours and motives of subordinates.
- ▶ Sample tends to be serious and cautious in dealings with others.
- ▶ Sample is likely to follow conventions and traditions. This person tends not to question the way things are done and may prefer work that is familiar and routine.
- ▶ Sample is group-oriented and affiliative. This person probably prefers working as a member of a team rather than as an individual.

Based on their personality information, this individual's overall leadership potential is predicted to be somewhat less than average. Sample may lack the social presence or self-discipline that typically characterises those in positions of leadership and authority. Individuals can, however, affect group performance through means other than direct leadership.

Evaluating Others

Overall, Sample's responses to the inventory suggest reasonable comfort with the interpersonal nature of conducting face-to-face performance evaluations. In appraisals, Sample tends to balance resoluteness with receptivity. There may be times when Sample adheres to a personal position, while at other times being open to another's perspective. A typical session is likely to be one of mutual exchange where both parties will have an opportunity to express their views.

Interacting with Others

In general, Sample shows about equal preference for activities involving social contact or those requiring individual effort. When it comes to revealing personal matters, Sample's self-description is neither very private nor very forthright. In group settings, this individual seems to balance self-assertion with reserve; Sample would rarely be perceived as too bold or too shy. Sample would usually be accepting and trusting of most people. Sample is not overly assertive, nor overly accommodating.

Making Decisions

Because Sample answered fewer of the reasoning items correctly than most test-takers, Sample's problem-solving ability is predicted to be less than average. However, reasons for low scores vary, and can include fatigue, reading difficulties, or misunderstanding of the instructions. On the other hand, if the reasoning score reflects their true ability, then this person probably works more comfortably in situations that involve straightforward rather than abstract solutions. Sample's level of creative initiative is predicted to be about the same as most people's. Sample tends to base personal judgments on an analysis of the facts. Sample prefers to adhere to familiar ways of solving problems and thinking about things. This individual gives less consideration to subjective matters in making decisions. However, Sample may think concretely and may not always gather as many of the relevant facts as possible.

Initiative

Independence

Sample may sometimes prefer to shape events and work efforts, and at other times may seek input and advice. That is, Sample probably feels comfortable in work situations where guidance or counsel is at least accessible. Moreover, this outlook for receiving guidance and support is likely to be accompanied by the following personal qualities:

- ▶ Although there may be times when Sample feels uncomfortable introducing ideas in front of a group, overall Sample is as capable as most people in interacting in new group settings.
- ▶ Sample mainly seeks stability and continuity in the work environment, and may be somewhat uncomfortable in ill-defined or unpredictable situations.

Dependability

It is likely that Sample prefers to be involved in projects that are well-structured or adequately planned. In such situations, Sample could be expected to give careful attention to details and organisation. If given the opportunity, Sample follows directions and instructions well and can usually be depended upon to do a good job, once the work has been defined and it is clear what those responsibilities are.

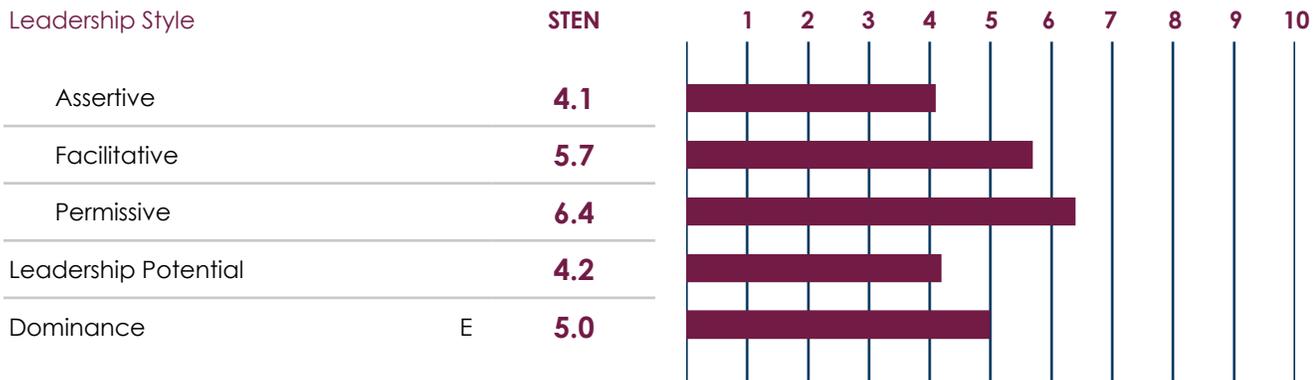
Personal Adjustment

At the present time, Sample appears to be no more or less anxious than most people. Specifically, the degree of emotional adjustment shown by Sample is typical of most adults. That is, most of the time Sample faces challenges with personal resolve, but in very demanding situations, may be reactive or upset.

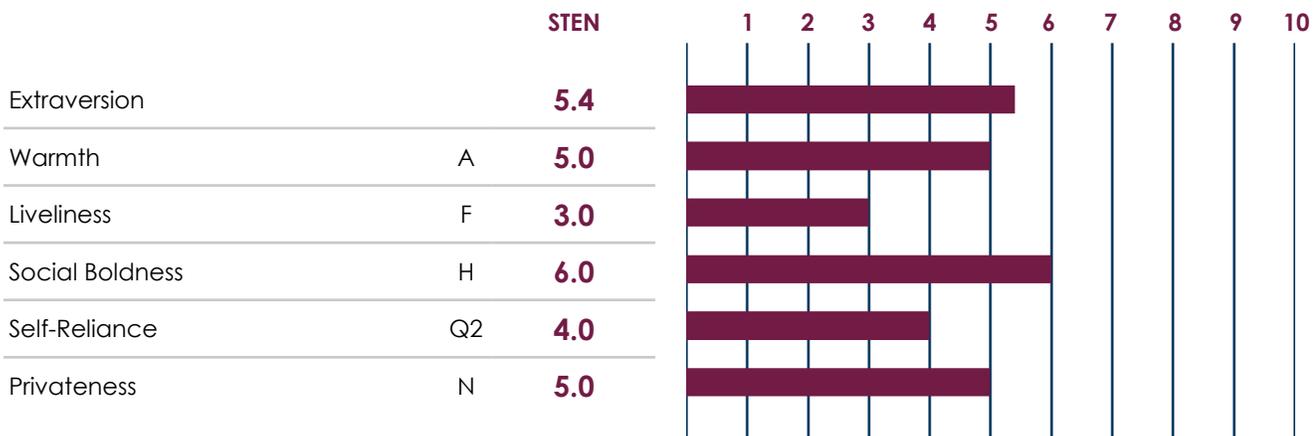
Score Summary

This score summary is intended to be used by qualified professionals only. It should be interpreted in light of the specific needs and priorities identified within the organisational setting. These pages should be maintained in a secure file.

Leadership



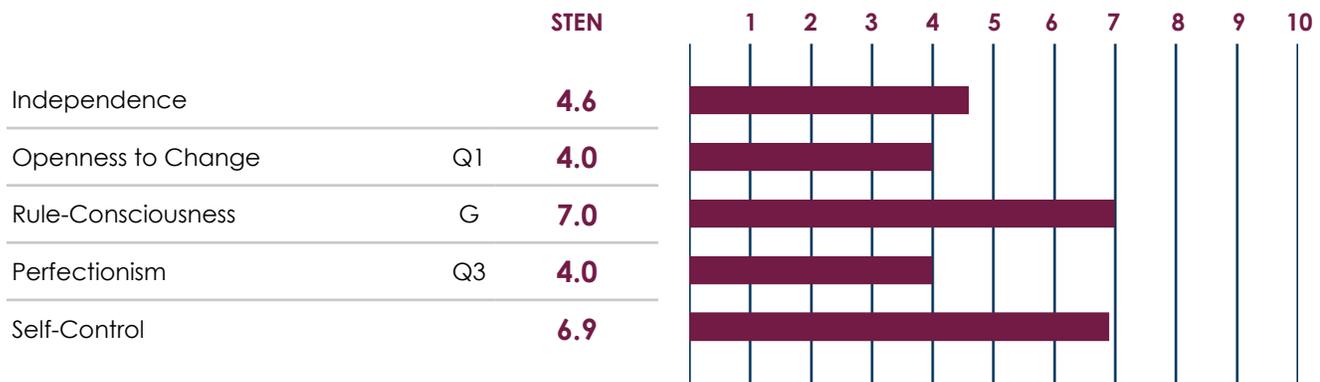
Interacting with Others



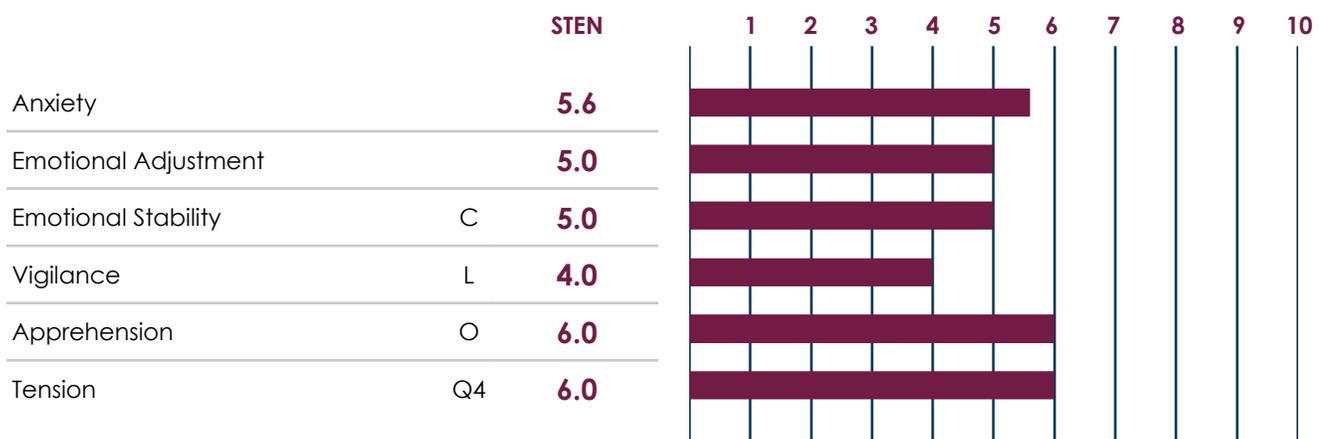
Making Decisions



Initiative



Personal Adjustment



Item Summary

This page of 16pf scores is intended for qualified professionals only. Data on this page should be treated with utmost confidentiality.

Item responses

1	N	26	D	51	SA	76	N	101	SA	126	SA	151	SA
2	SA	27	N	52	N	77	SA	102	SD	127	A	152	SA
3	N	28	SA	53	SD	78	SD	103	SD	128	A	153	SA
4	SD	29	A	54	N	79	SA	104	A	129	SA	154	A
5	SA	30	SD	55	D	80	N	105	SA	130	SD	155	D
6	SA	31	SD	56	SD	81	SD	106	SD	131	SD	B10006	A
7	N	32	SA	57	A	82	A	107	SA	132	SD	B10040	A
8	SD	33	SD	58	A	83	D	108	SD	133	N	B10057	C
9	N	34	D	59	SD	84	SA	109	N	134	A	B10063	E
10	N	35	SD	60	SD	85	A	110	SD	135	SD	B10070	A
11	SD	36	SA	61	SD	86	D	111	A	136	N	B10072	6
12	D	37	N	62	D	87	D	112	SD	137	SA	B10076	A
13	SD	38	SD	63	SA	88	SD	113	SA	138	SD	B10083	A
14	N	39	N	64	N	89	N	114	SD	139	SD	B10090	B
15	N	40	SA	65	N	90	N	115	N	140	SA	B10164	B
16	SA	41	A	66	SD	91	SD	116	N	141	SA	B10171	A
17	SA	42	SD	67	SD	92	SD	117	SA	142	N	B10172	C
18	N	43	D	68	SA	93	SD	118	SD	143	N	B10190	B
19	N	44	SD	69	SA	94	N	119	SA	144	SD	B10197	A
20	SA	45	SD	70	A	95	N	120	SA	145	N	B10205	B
21	SA	46	SA	71	N	96	N	121	N	146	SD	B10221	A
22	SD	47	N	72	D	97	SD	122	A	147	SA	B10254	C
23	SD	48	SD	73	SD	98	SA	123	SA	148	SA	B10261	C
24	A	49	N	74	D	99	SD	124	SD	149	N	B10275	A
25	N	50	SA	75	A	100	SA	125	D	150	SD	B10279	B

Summary Statistics:

Number of <i>Strongly Agree</i> responses	49 out of 155	32%
Number of <i>Agree</i> responses	13 out of 155	8%
Number of <i>Neutral</i> responses	37 out of 155	24%
Number of <i>Disagree</i> responses	16 out of 155	10%
Number of <i>Strongly Disagree</i> responses	40 out of 155	26%
Number of missing responses	0 out of 155	0%

Factor	A	B	C	E	F	G	H	I	L	M	N	O	Q1	Q2	Q3	Q4	IM	IN	AC
Raw Scores	34	3	33	30	22	42	26	28	19	28	28	25	31	22	24	29	18	15	56
Missing Items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

This report was processed using 16pf Sixth Edition Questionnaire UK General Population norms.



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